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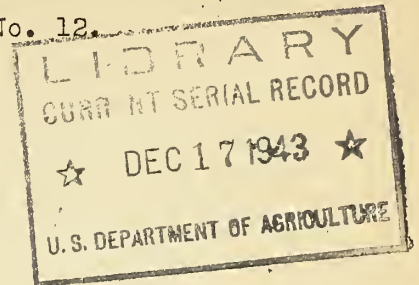
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WAR FOOD ADMINISTRATION  
Food Distribution Administration  
Washington 25, D. C.

November 24, 1943

Fruit and Vegetable Branch Memorandum No. 12.

To: Regional Directors and Division Chiefs  
From: C. F. Kunkel, Acting Chief  
Subject: Assignment of Program Responsibilities



The purpose of this memorandum is to outline the responsibilities of divisions within this Branch with regard to program activity, to define the relationships between divisions and to establish procedures required to insure adequate interchange of information.

Programs involve three fairly distinct phases; namely, planning, development, and operation. It is important that these phases be recognized and given adequate attention each at its own time. To make effective operation possible, there must be advance appraisal of the problem. Similarly, to make advance planning effective, there must be careful and detailed study of the problem as it becomes more definite and more imminent, to insure the most appropriate application of the plan itself.

The planning phase involves consideration of the problem as to scope and time, type of program, relationships with other organizations, and so forth, and includes (a) analysis of the over-all supply and demand situation (including "requirements" both for Government programs and for civilians, and foreign sources of supply where pertinent) to establish the appropriate types of program activity inherent in proposed allocations and program goals and (b) presentation of a program plan for administrative approval. The plan itself will include, in brief outline, the factual basis of the proposed program, and evaluation of major activities involved, the maximum scope of program operations and the estimated total cost of such operations.

Program work at the planning stage is necessarily confined to broad outlines. Supplementary plans will be prepared where changes in total requirements or in anticipated supplies are such as to materially affect the program-plan previously approved.

Completion of the plan must be so timed as to provide adequate time for clearance by the Director and Administrator and for program development in the marketing divisions. To avoid failure to foresee and to make initial preparation for the type of program activity to be ultimately carried on with producers or processors, it is essential that full use be made of the specialized knowledge and industry contact, direct or through regional offices, available in the marketing divisions and of the coordinating position herein established in the Distribution Analysis Division.

The drafting of all plans is assigned to the Distribution Analysis Division. Both Analysis and Marketing Divisions concerned have direct responsibility as to both content and timing of such plans. It will be the responsibility of the marketing divisions to collaborate with all other offices or agencies concerned with or affected by the plan, unless such responsibility is otherwise specifically assigned, at such stage of the

program as will permit such offices or agencies to advise or to make adequate preparation for their participation in the actual operation of the program.

To facilitate scheduling of work load and assignments, each section of the marketing divisions will prepare a forecast of new program activity, briefly identifying such programs as to commodity, area, etc., and stating approximate deadline for effective commencement. The absence of such a report will mean, and will be accepted as meaning, that no new programs are anticipated. These memoranda will be prepared as of the first of each month, covering whatever forward period the section finds necessary, and will be forwarded, in duplicate, for the Chief of the Branch and for the Chief of the Distribution Analysis Division, either direct or through the office of the chief of the marketing division as the latter may direct. Where program planning is initiated in the Distribution Analysis Division, the latter will prepare and forward a similar memorandum for the information of the Chief of the Branch and the chief of the marketing division concerned. In all cases, notification to other divisions affected will precede planning of the program.

The division chiefs concerned will assign members of their respective divisions to collaborate in program planning. In the event of substantial and irreconcilable difference of opinion with regard to major aspects of a new program, the chiefs of the respective divisions will bring the matter to the attention of the Chief of the Branch.

After clearance of a plan, it will be the responsibility of the marketing divisions to develop specific programs and to prepare a docket for administrative clearance. The docket will include the factual basis of the proposed program, the legal authority, the funds to be used, an evaluation of all pertinent factors and activities involved, the maximum scope of purchase operations necessary to achieve the program goal and the estimated cost of the program. It will include and appraise the latest information available, will conform to the program plan previously approved, and will specify, in all detail necessary, the limits proposed for program operations. The docket will follow the general pattern used hitherto and will be the basis of actual program operation.

Preliminary draft or outline of the docket will be forwarded to the Procurement Control Section as an initial step in docket preparation. It will be the responsibility of this Section to examine and advise marketing divisions concerning the proposed use of funds.

Subsequent to formulation and clearance of a program, the functions of the Branch will vary according to the type of program and to the incidence of delegated authority with respect to the operations involved. Within the limits prescribed for the Branch, or established within the Branch, it will be the responsibility of the marketing divisions to initiate, prepare or administer all instruments and to make all contacts necessary to the operations of the program.

It will be the responsibility of the marketing division to inform the Distribution Analysis Division of any unforeseen circumstances which jeopardize or threaten to jeopardize successful operation of a program, and to collaborate in developing such program changes as may be required for current or future programs. It will be the responsibility of the Distribution Analysis Division to follow the development of a plan and to develop such information as may be necessary to properly discharge this



responsibility.

The service and liaison functions of the Branch with respect to programs are omitted herein, except for incidental references to certain functions having particular bearing on the major phases outlined above. Such functions will be defined in subsequent memoranda dealing with specific types of program activity.

In summary, the assignments outlined above are as follows:

Distribution Analysis Division:

Initiation of program plans (jointly with marketing divisions).

Development of program plans (jointly with marketing divisions).

Drafting of program plans.

Marketing Divisions:

Initiation of program plans (jointly with analysis division).

Development of program plans (jointly with analysis division).

Collaboration with all offices and agencies concerned with or affected by programs under development.

Development of programs and preparation of dockets incident thereto.

Initiation, preparation, direction and/or administration of program instruments (orders, permits, licenses, contracts, etc.) and activity incident to the foregoing.

Collaboration with Distribution Analysis Division with respect to program adjustment.



